

25 YEAR RE-REVIEW

SECRET

PROGRAM FOR GREATER EFFICIENCY

Suggested Action to be Taken
Outside the Clandestine Services

Originator: WE Division

1. Why have the Foreign Real Property Reports (Form 360) forwarded to Headquarters for retention by RE&C, Office of Logistics? What purpose do these reports serve at Headquarters? Regulation applies. 25X1
 2. Why should accountable stations (Type I and Type II), which have been authorized by Headquarters to dispose and replace vehicles within an established Table of Vehicular Allowance, be required to report such transactions separately to Headquarters? Any abuse of such field authority could and should be resolved by the field auditor. Regulation applies.
 3. Why have Headquarters approval before COS can procure regulated items in the field, costing less than \$2,000 per line item? Even though this regulation is "in the book" (Regulation no practical method 25X1 of control can be administered except by Finance Division at Headquarters, or by Logistics or Finance Officers at large overseas installations.
- Note:** Items #1, 2 and 3 were probably implemented during our growing stage and were a necessary adjunct to control. However, with the numbers of strategically placed Admin specialists and over-all greater experience of all Agency personnel, these items could now be abandoned. Based on the volume of transactions and paper in the WE Division, it is presumed that several positions could be abolished which require people to process the paper work involved.
4. Eliminate present practice of requiring Staff Agents to fill out all new papers when they convert from Staff Agents to Staff Employees. It seems unnecessary since prior Staff Employee file could be reactivated.
 5. Allow custodians of petty cash funds to reimburse for travel expenses up to \$100 and operational entertainment up to \$50. This would enable auditor:

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in Finance Division to devote more time to other important duties. This would save time in assembly of carbon paper and additional forms, processing time and repetitious handling. They would be submitted in one copy rather than the usual four copies.

6. The Benefits and Casualty Division could improve coordination between its units (Casualty Affairs Branch and the Insurance Branch) and the Finance Division so that only one notification of approval and payment for each claim is sent to the field. At the present time three dispatches may be sent for notification of approval and payment for a single medical claim.

7. Elimination of Approval of Travel Vouchers

Since the approval of Travel Vouchers is no longer a requirement in Government, considerable time and effort would be saved if the Agency eliminated this unnecessary step. The Travel Order issued to an individual prior to commencement of travel provides authorization for all reimbursement to which he is entitled. His travel voucher claim is then audited in Finance and Fiscal Division against the Travel Order Authorization to determine the amount of payment to be made. The approval of the Travel Voucher serves no real purpose except in those instances wherein the Travel Voucher claims reimbursement for expenses which were not authorized in the Travel Order.

8. Place a Class A type certifying officer in the Division

Originator: WH

9. It is suggested that consideration be given to the elimination of the use of Form 73, Request for Internal Training, when scheduling an employee for training. Most of the information required by the form appears to be of only minimal value to the instructors and is available to the Office of Training from other sources if needed. During 1958 approximately 140 Form 73's were prepared by the Division enrolling students in approximately 350 formal courses. This required approximately 35 man hours of work. The savings in time and money (the form is usually prepared in five copies) through the elimination of Form 73 would appear to be quite substantial.

Originator: SE

10. This is to question whether we need an efficiency report on each person each year. They take a lot of time. The following criteria for submission of reports are suggested:
- (a) New employees - three consecutive years
 - (b) Completion of a tour
 - (c) Promotion consideration
 - (d) Ineffective employees - often as needed.

Business seems to get along without them altogether, and if there is nothing sacred about the annual aspect perhaps we could at least cut down by a good number.

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Originator: FE

11. The Overseas Office of OTR should be made responsible for provisions of all printed material to be used for instructional purposes, whether it be of commercial, overt, or DD/P origin.
12. The items printed on travel orders might be revised to include standard provisions such as:
 - "Travel time and cost in excess of direct route..."
 - "100 lbs. air freight and 200 lbs. sea freight"
 - ...and possibly some others.
13. The obligating of storage bills consumes a tremendous amount of time completely out of proportion to the amount of money involved, particularly where bills span two fiscal years.
14. Consolidation of the three budget type exercises presently undertaken into two.
15. Delegate to all stations and bases the authority to acquire and dispose of vehicles within approved TVAs.
16. The present policy of having fitness reports for support type personnel prepared by the components in which they are serving whereas their Career Services are responsible for their assignments and promotions appears to be inconsistent. In view of the dual allegiance involved in this type of position, it would appear to be appropriate to have a two-part reporting form; one part to be completed by the individual's immediate superior in the component served and the second part to be completed by a person in the relevant career service.
17. A complete index to Agency regulatory issuances, compiled by subject matter, would appear to be a definite asset. Opinions of the General Counsel should be included. The "key-words" principle used in the index to the Decisions of the Comptroller General might be used as a guide.
18. In line with the new thinking regarding the treatment of staff agents under unofficial cover, the Division believes that the procedures can be

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further simplified. Under current procedures these staff agents will be provided for by the establishment of an FI or PP project covering fund requirements for support costs and often including amounts for operational expenses. It is recommended that a procedure be established to process the "cover plan" for general use staff agent personnel, so that minor variations in estimates of cost would not require amendment outside FE Division as in the case of an approved project.

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20. The possibility of establishing "package prices" for travel might be explored, particularly for local TDY trips. For example, a TDY trip to [] would be \$40 plus per diem. This would simplify accounting since the \$40 would include transportation and cab or airport bus fares. It might be found, after trial, that this method could be extended to PCO travel.
 21. Eliminate continuous TVA revision by listing vehicles as load carrying and passenger carrying rather than by specific type.
 22. Eliminate the duplication of supply functions as they now exist in Commo, Logistics, TSS, and Security.
 23. Broaden the authority now granted certain FE stations for West Coast procurement to cover all FE locations.
 24. It is suggested that the procedure of converting staff employees to staff agents be reviewed with a view to eliminating those occasions of conversion which result in nothing more than a paper exercise, e. g., staff employees []
- 25X1

27. It is our belief that the official personnel file of the Agency continues to be used as a dumping place for material of little or no use to an employee's record. It is therefore suggested that an active effort be made by the Office of Personnel to purge all such items which have served their usefulness and then limit the file to only those essential items which must be kept as a part of the official record.
28. Current Financial Property Accounting requirements call for separate reporting of communication equipment and will at a later date require separation of medical and TSS items. This procedure is greatly increasing the work load of stations because of the necessity of opening separate ledger accounts. It is recommended that this procedure be discontinued and instead that the present category system for classifying material be broadened. This would permit all material to be carried in the same ledger and yet permit extraction of specific data pertaining to different activities by existing machine or manual means.
29. It is understood that the purpose of Property Authorization procedures is to assist in controlling the funds in a manner which will reduce the possibility of expending property in excess of authorization. It is felt that this objective could be accomplished far more economically if:
- (a) Machine Records Division would punch the estimated cost of a requisition on a card by cost centers.
 - (b) Items received would be coded and compared to the original estimate shown on requisition. Any differences would be shown in another column.
 - (c) The maintenance of separate unliquidated and liquidated MOR files be put on a permissive rather than a mandatory basis.

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